

Children's Administration Practice Model Team Charter

Team Title

Children's Administration Practice Model Development Team

Purpose

A Practice Model provides the framework and structure for achieving positive outcomes for children and families. It includes: guiding principles, professional standards, a delivery model, and a well-defined set of clinical skills and interventions.

A Practice Model:

- Provides clarity about how we practice
- Provides consistency in how we practice
- Enables others to understand what our practice is
- Structures and defines a core set of skills for staff to use with clients
- Enables training and information systems to support practice
- Clarifies expectations at all levels of the agency
- Is congruent across all programs
- Is flexible enough to serve all families

The purpose of this team is to create and define a Practice Model for use across the Children's Administration and to identify a plan and method for communication and implementation of the Practice Model.

Reason this Team Exists

- It will increase the consistency of our practice
- It will better define our practice
- It is critical for promoting safety, permanence and well-being
- It will help unify goals for improvement of child welfare practice in Washington, both within the Children's Administration and with our stakeholders and partners
- It provides accountability in service provision
- It provides support and value for both supervisors and social workers
- It clarifies roles, responsibilities, and structure in the agency
- It outlines expectations for staff by providing tools and skills

Deliverable

- Practice Model
- Integration of all practice reform efforts
- Tools integrated into SACWIS design
- Communications Plan
 - All phases of initiative
- Training and Development Plan
 - Implementation
 - Sustaining
- Implementation Plan
- Sustaining Plan
- Continuous Improvement Plan

Exit Criteria

- Apply to all programs in Children's Administration
- Match the values and goals of the administration
- Provide a clear direction and foundation for policy, procedure, and staff skill development
- Build on the best available research
- Tackle difficult and emotionally charged issues
- Be defined clearly, so the Model can be implemented
- Make sense for urban, suburban, and rural areas
- Identify what specific items in policy, procedure, and staff skill sets need to be implemented or changed
- Outline a resource dependent implementation plan that is modularized so we know what can be done with the funding and resources we have
- Allow for a phased implementation

Boundaries

- Apply only to CA and its contractors
- Fit with, connect to, make sense of other initiatives in CA
- Prioritize deliverables that are required for the SACWIS re-design

Assumptions/Constraints

Assumptions

- The priorities of the CA Mission (safety, permanency and well being) will be honored in the new Practice Model
- The Practice Model will provide SACWIS with requirements for implementation
- The Practice Model will be integrated with current CA process improvement activities
- The Practice Model will be implemented
- Process management principles will be used

- Not all decisions made will be by consensus
- CA must continue to serve children during planning and implementation of the Practice Model
- A Sustaining Plan will be part of the Implementation Plan. (Plan, Do, Check, Act)

Constraints

- Budget
- Time
- SACWIS implementation schedule
- Normal business demands/requirements

Executive Sponsor

Cheryl Stephani, Assistant Secretary

Sponsors

A steering committee which includes the Children's Administration Management Team and external stakeholders will oversee the effort. Resources, policy changes, and approval of deliverables will occur with the CA Management Team, with final approval by Cheryl Stephani, Assistant Secretary.

Stakeholders

- All classifications of CA staff
- Contractors to the Children's Administration
- State Legislature
- Braam Panel
- Foster parents
- Clients receiving services from CA
- Child advocates
- Key stakeholders, such as Judicial System, attorneys, GAL

Team Members

- Co-Directors are Tammy Cordova and Chris Robinson
- Team Members are to be determined. Regional Administrators and Directors are expected to provide back-up for team members.

Duration

Co-Directors will be full-time until implementation plan is developed and begun. Team members are part-time from March 15, 2006, to at least September 30, 2006. Continued roles of co-Directors and team members will be defined in the implementation plan.

Input

- Best Practices (internal and external)
- Academic research on service delivery and clinical skills
- Practice Model requirements
 - CA staff
 - Key Legislators
 - Governor's Office
 - Key Stakeholders
 - Key Service Providers
- Current CA values, policies, procedures, practices, and tools
- Current CA performance to goals
- Recommendations from external reviews

Required Resources

- Full-time initiative co-directors
- Project team members (no less than 16 hours per week for the duration of the development process)
- Budget
- Consulting support (including researchers in the child welfare arena, legal experts, federal funding experts, and fiscal staff for budget planning)
- CA resources from all levels, divisions and regions
- Timely access to the CA management team for feedback
- Timely access to the steering committee for oversight decisions
- Meeting space that allows for frequent all day meetings